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#### THE STUDY OF THE MODERN ECONOMIC ACTIVITY MAIN DIRECTIONS DEVELOPMENT SUSTAINABILITY

**Abstract.** In today's complex crisis conditions, the search for effective economic development directions is the most important task. At the same time, the existing sanctions restrictions and related violations in the logistics chains have a significant impact on the opportunities for the economic activity development in the Russian Federation. In order for the country's economy development, a thorough analysis of the areas that need additional state support is required. A demographic criterion is calculated, which is the ratio of active and "deceased" enterprises by main types of economic activity. Since the certain areas development sustainability of the economic activity can be characterized by positive incremental characteristics, the paper analyzes the dynamic component of the proposed parameter for the period from 2017 to 2022. The practical significance of the study lies in the possibility of using the proposed approach in the territories' sustainable development management, taking into account the actual demographic characteristics of the main types of economic activity. In addition, it is possible to use the described approach to assess the growth points of various relevant areas of the economy at the federal, regional and municipal levels.

**Keywords:** sustainable development; economic activity types; economic development directions; demographic coefficient; dynamics.

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#### THE SOCIO-CULTURAL FACTORS' ROLE IN THE REPRODUCTION AND ACCUMULATION OF HUMAN CAPITAL IN RUSSIAN REGIONS

**Abstract.** The article presents an analysis of the socio-cultural factors impact on the human capital development in Russian regions. The authors put forward and tested two hypotheses about the positive and negative socio-cultural factors impact on human capital. The econometric results of the study showed that socio-cultural factors have a multi-vector and multidirectional influence on the qualitative characteristics formation and the human capital accumulation in Russian regions. In regions where the relationship between formal and informal institutions has been normalized socio-cultural factors play the catalysts role in the human capital reproduction, but there have been the least number of such. Whereas in most Russian regions, socio-cultural factors act as barriers to the human capital reproduction, which may indicate the presence of a human development trap, and be a lack reflection of the harmonious relations between formal and informal institutions. Along with the identified trends, another significant result was obtained: the domestic tourism's positive impact on human capital. Domestic tourism contributed to the Russians' socio-cultural matrix strengthening, which made it possible to enrich the human capital level in view of the cultural traditions exchange between various numerous peoples of Russia. There was no such effect from external tourism, which may be due to limited access to it. The results of the study indicate the need to rethink the socio-cultural factors' role in the human capital reproduction and development. Of particular importance is the need to develop a theoretical and methodological basis for analysis, not so much to determine the

contribution to the human capital development, but rather in the ability to influence and adjust the population behavioral strategies, thereby improving the qualitative human capital components. The study has theoretical and practical significance, can be useful for decision makers in demographic, socio-cultural policies, in order to correct the population behavioral strategies and the ability to influence them to improve the qualitative human capital characteristics.

**Keywords:** socio-cultural factors; human capital; HDI; socio-cultural barriers; formal and informal institutions; institutional trap.

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## ECONOMIC AND MATHEMATICAL MODELING OF THE BORROWER'S DEFAULT

**Abstract.** In high market volatility conditions, credit institutions determine the economic processes stability. But at the same time, economic risks increase for them, primarily related to the loss of credit resources. The study developed economic and statistical models for determining the borrower's default probability. The general economic and mathematical borrower's default model improvement was carried out on the basis of the main economic factors' detailed analysis, which was carried out on the basis of empirical data over the last 8 years, taken from 51 enterprises by using the correlation and regression analysis methods. Enterprises' statistics of a wide range of industries (production, extraction, processing of economic resources and production of consumer goods) were used, this allowed to develop representative models. The article presents models obtained from several large Russian companies' statistical data and the authors' calculations results on the influence of factors on the borrower's probability of default level for 21 large companies in the Russia. The mathematical model construction of the default probability dependence on various economic factors has not only theoretical, but practical significance. Applied research results can be used by credit organizations to optimize their activities.

**Keywords:** banking sector economics; borrower default (PD); economic and mathematical modeling; correlation and variance analysis; economic and statistical modeling.

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## THE GENDER ASPECT OF THE OLDER AGE GROUPS' PLATFORM EMPLOYMENT (OVER 45)

**Abstract.** The current stage of digital technologies, which has contributed to the flexible forms of employment development, focused on a high flexibility level of conditions and labor relations autonomy, has revealed not only the prospects for solving the problems faced by workers in older age groups (over 45), but also problems interaction between the parties to platform employment. This article presents the gender aspect analysis results of the inequality in the labor market for older age groups (over 45). As a part of the study, the size and structure of the Russian population analysis was carried out, as well as a study of the platform employment structure by age groups and gender. An main reasons assessment for the uneven distribution of the population on online platforms by gender

was made. The income distribution analysis by gender in platform employment among candidates in the age group over 45 was carried out; the study demonstrated the income disparities presence that reduce interest in platform employment. The causes of disproportions in the incomes of women in older age groups have been studied. It was concluded that there are risks of gender discrimination among persons employed on the platforms. Recommendations are presented to help reduce gender inequality in platform employment for workers in older age groups.

**Keywords:** platform employment; digital economy; labor market; older age groups; gender inequality.

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#### CURRENT PROBLEMS OF ASSESSING INTERREGIONAL CONNECTIVITY

**Abstract.** The article is devoted to the methodological approaches analysis to the interregional connectivity assessment presented in the Russian researchers' works and published in recent years. The methodological basis of the study was general scientific methods, as well as various methods of analysis, including the scientific literature analysis. The lack of a unified vision for the research methodology development on relevant topics was revealed. There is a gradual increase in the number of publications where the connectivity assessment is carried out on the basis of indicators that directly characterize the number and nature of interregional interactions/exchanges. In studies using mathematical modeling, the authors focus on increasing the complexity of models by integrating additional calculated indicators, coefficients and indices. In this article, the author conducted a critical analysis of each of the approaches to interregional connectivity assessment used in modern scientific research, describing their advantages and disadvantages. Based on the results of the analysis, conclusions were drawn about the most promising directions for the development of connectivity research methodology, which we see in the integration of the indicators analysis reflecting the number and nature of interregional interactions/exchanges, and mathematical modeling methods.

**Keywords:** interregional connectivity; space; socio-economic development; scientific approach; mathematical modeling.

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#### ASSESSMENT OF THE LEVEL OF SOCIO-ECONOMIC PROTECTION IN RUSSIAN REGIONS

**Abstract.** The implementation of effective social policy is the basis for ensuring the socioeconomic protection of the population of Russian regions. The purpose of the study is to assess the level of socio-economic protection of the population of Russian regions in the context of the implementation of state social policy and its impact on the poverty level. First of all, the author analyzed the results of previously conducted studies on relevant topics. Further, using regression analysis methods, the work tests the hypothesis about the positive impact of social protection expenditures on reducing poverty in 78 Russian regions for the period from 2005 to 2021. The influence of six indicators of social protection was studied in total. Calculations have shown that an increase in pension contributions, social insurance costs and contributions to compulsory health insurance has a significant impact on reducing poverty. The study proves that social protection has a positive impact on reducing poverty and inequality and developing human capital. Increasing the efficiency of using socio-economic protection instruments guarantee an increase in the standard of

living of the population of Russian regions; a reduction in income differentiation caused by exogenous shocks, and provide protection against the risks of economic losses.

**Keywords:** socio-economic protection; social policy; poverty; income; inequality; pensions; social insurance.

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#### LABOR RATIONING IN A TEAM FORM OF LABOUR ORGANIZATION AT A MANUFACTURING ENTERPRISE

**Abstract.** The article presents the technology for rationing the workers' labor in a brigade form at a production enterprise. First of all, the author proves the relevance of labor rationing issues in labor shortages conditions and the extensive methods of increasing labor productivity depletion. The following identifies methods for studying working time that are best suited for determining and justifying the labor standards for production workers' team. It is proven that photography of working time allows not only to obtain information for calculating time standards, but also to answer a number of important questions for increasing production efficiency. The main part of the article contains a real case of a Russian company establishing brigade standards and prices. The technology for developing brigade standards was analyzed and streamlined, including three stages: preparatory, observation and results processing; The content of each stage is described. The technology for calculating the time standard, production rate and product labor intensity are also presented. In addition, the article contains formulas for calculating the brigade hourly tariff rate and the brigade tariff. A step-by-step practical case description may be of interest to practical specialists.

**Keywords:** time standards; photograph of working hours; labor intensity; brigade organization of work; statement.

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#### YOUTH EMPLOYMENT PROMOTION POLICY IN MODERN CONDITIONS

**Abstract.** Promoting youth employment is undoubtedly one of the strategically government bodies' important tasks for the Russian economy and the sustainability of its socio-economic development. The scientific article presents the analysis results of an integrated approach to organizing a policy to promote youth employment in the Russian Federation in modern economic instability. The necessity of developing a new state policy strategy of the Government of the Russian Federation, aimed at ensuring youth employment in national economy sectors in order to reduce unemployment among this age category, is substantiated. The analysis showed that the existing mechanisms for providing youth with jobs in the country are not enough, since the number of unemployed among youth remains the highest among all age groups, therefore the author found that when developing a new state policy strategy of the Government of the Russian Federation aimed at ensuring youth employment, the main mechanisms and directions for solving this problem will be the creation job quotas by the state, the restoration of employment practices after receiving vocational education, and incentives for employers to employ young people by providing tax preferences.

**Keywords:** youth employment; youth placement; youth unemployment; youth labor force; public policy.

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## REMOTE STAFF PERFORMANCE MANAGEMENT

**Abstract.** Remote employment has become an integral part of modern social and labor relations. The digital technologies dynamic development is creating a new organizational working conditions landscape that require the adequate tools development for managing remote staff. The purpose of the study is to conduct a comparative labor efficiency assessment of office and remote staff. Key tasks: 1) changes assessment in employees' labor efficiency indicators when transferring to remote work; 2) search for optimal digital models for managing a remote team, ensuring increased labor efficiency and work-family balance harmonization. The author's research was carried out based on the case study method, using elements of participant observation, free interviews, and document analysis. The Russian IT company's experience, which is an IT integrator of a state corporation, was studied. Main conclusions of the study: the IT staff transfer to a remote format has little impact on economic results. The average key performance indicators score for employees working in the office and remotely did not reveal statistically significant differences in the labor efficiency level. The highest growth rate in labor productivity is observed in the group transferred from the office to a remote work format. Organizational and social effectiveness is not obvious. According to executives, the office format is more effective than the remote one. Personal communication expands the communications' network both within departments and with adjacent divisions, and forms a general and systematic understanding of the team's tasks. According to ordinary specialists, the remote work format is preferable, it has more comfortable working conditions, and it optimizes the structure of daily time spent. The feasibility of replacing the remote work format with a hybrid one and the remote team management software development are substantiated. A logical scheme for setting and monitoring the execution of a task in an IT application is proposed. The digital management model usage reduces the labor intensity, ensures equable workload distribution, increases the management control efficiency, gives a social effect on harmonizing the work-family balance, as long as the time of work communications is regulated and work/rest regime is observed.

**Keywords:** digital employment; remote work; digitalization; HR management; labor efficiency; IT; digital distance technologies.

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## CONCEPTUAL ASPECTS OF STUDYING OF REGIONAL SOCIO-ECONOMIC SYSTEMS' RESILIENCE

**Abstract.** The work is devoted to theoretical issues in the study of regional socio-economic systems in the resilience context. The authors make an attempt to systematize the current state of studying the complex systems and critical infrastructures resilience. The variety of "system resilience" concept terms is considered, and a conclusion is made about the terms duplication presence. Based on the life cycle stages (phases) analysis, a description of the structure and each stage is proposed. A resilience types' classification is presented, according to the open information sources

analysis (about 150 scientific publications and reporting documentation on research projects), which made it possible to justify the lack of a unified universal methodological foundation for studying resilience from a system-wide position. Methodologies for studying the technical (natural-industrial) and socio-economic systems resilience are considered, and a conclusion is drawn about the variety of methodological tools used to study the complex systems resilience. Developing the idea that the socio-economic system resilience should be considered in accordance with its scale; in the course of the analysis, the authors systematized the identified regional socio-economic systems resilience definitions according to their scale. The authors formulated a definition of the “regional Business-Community-Authority socio-economic system resilience”.

**Keywords:** resilience; life cycle; regional socio-economic systems; regional management; stages of system viability.

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#### THE COMPETITIVE ADVANTAGE OF RUSSIA'S HIGHER EDUCATION UNIVERSITIES

**Abstract.** The goal of this study was to identify research, stand on the intellectual framework of competitive advantage, identify the reality of research services at Russian universities and institutes, the most important requirements for achieving competitive advantage, and come up with a proposed strategy to achieve a university's competitive advantage using the research services management portal, in which both open personal interviews were used by the. We propose that such a portal describes the university's intellectual resources, which consist of: personality resources, meta-skill resources, personal narratives (job-specific resources). All these resources are described in this article. The ability of universities to provide research services that meet the needs of beneficiaries is linked to their success, growth, and survival, and is based on building the competitive advantage of universities on the following bases: efficiency, quality, innovation, responsiveness to the needs of beneficiaries, and weak mechanisms available to provide and market research services electronically.

**Keywords:** higher education; strategy; value; competitive advantage; quality.

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#### ISSUES OF PROFESSIONAL STANDARDS APPLICATION IN UNIVERSITY HR MANAGEMENT

**Abstract.** The article presents the experience of professional standards' applying in HRM at a Russian state university: from the implementation stage in 2014-2018 to the present. The problem of finding mechanisms for optimizing the university's staff service work with a large array of professional standards is considered. At the first stage, professional standards implementation schedules for the period 2016-2019 became an effective mechanism for organizing work. The publication describes the structure and approximate content of such a document. To optimize work at the present stage, the author proposes to maintain and update the register of professional standards in the organization. The article proposes an approximate structure of such a register. In addition, in order to timely track the approval of new professional standards, the author recommends adding to the proposed register professional standards that are under development or in the revision process, which are planned to be implemented in organizations after their publication. In a situation of professional standards' constant updating, it is necessary to create a flexible regulation system of

HRM processes at the university. This system basis should be the modern methodology of the Russian national qualification system and the organization's development strategy.

**Keywords:** university staff; professional standards; HR management; higher school; professional standards' register.

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## DECISION SUPPORT TECHNOLOGIES FOR AUTOMATION OF HIGH-TECH ENTERPRISES

**Abstract.** The article describes the main trends and principles of designing decision support systems at enterprises and suggests methods for designing and implementing such systems taking into account the real needs of economic entities. The proposed principles are applicable in organizations that build management on the business process management basis and carry out their reengineering regularly. The authors present factors limiting the goals achievement, which can be identified through the corporate information system creation. As elements of novelty, the article proposes two schemes used in the decision support system design: the relationship between the project and the InterBase SQL server (1) and the relationship between program modules and files (2). It is substantiated how the decision support information systems' design can help enterprises to overcome the disadvantages of the process approach to management. Also, within the framework of the article, the principles of building and implementing systems taking into account their life cycle are investigated, the main indicators of the effectiveness of the implementation of an information management and planning system are detailed, the issues of calculating the efficiency of the operation of an information system are touched upon. Responsible persons for the process execution of information support systems reengineering for decision-making, their tasks and functions have been identified.

**Keywords:** corporate system; life cycle; management; management accounting; production organization.

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## INFORMATION TECHNOLOGIES IN THE ACCOUNTING CENTRALIZATION SPHERE

**Abstract.** The article analyzes the information technologies used in the accounting centralization, and also analyzes information technologies that in the future can be applied (adapted) to the public finance and budget accounting. The difference is emphasized between the classical organization of accounting and reporting activities, where the process belongs to the group of supporting processes, and the centralized accounting department creation, where the activity of managing financial resources belongs to the group of basic processes. Accordingly, information technologies used to perform the main functions of centralized accounting and information technologies used to perform the functions of management and development of the Central Bank were analyzed separately. As a scientific novelty element, the article presents a model developed by the author for matching the functions of managing, developing and producing centralized accounting services with information technologies capable of implementing the required functions. The proposed model is applicable to any modern management systems with adaptation as an element of quantitative and qualitative assessment of the digital maturity level for planning strategic digital transformation

initiatives. Ways for further scientific research into the development of information technologies usage areas in the accounting centralization are outlined in conclusion.

**Keywords:** centralization of accounting; information Technology; public finance; budget accounting; centralized accounting.

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## ADVANTAGES AND DIFFICULTIES OF TALENT POOL MANAGEMENT IN ORGANIZATIONS

**Abstract.** In the labor market situation context under the global and national factors influence, employers are increasingly thinking about building the strategic companies' sustainability through the long-term talent management projects. In this article, we present the results of a personnel reserve management practices analysis in 37 companies of various fields of activity and business scales as the basis for the strategic talent management. We presented the employers' view on questions about the advantages of a targeted and systematic approach to personnel reserve management, the basic tools vision and the main difficulties that companies face when forming a reserve. As a result, we confirm the hypothesis that the most common practice tool for managing personnel reserves is an individual development plan. In addition, the analysis shows that lack of management involvement and a formal approach are key difficulties in managing the talent pool in companies, leading to a low percentage of reservists receiving career advancement. The analysis opens up prospects for deepening research on the issues of risk management and the complexities of managing the personnel reserve in organizations.

**Keywords:** talent pool; talent pool management; staff training; staff development; staff retention; staff recruitment; talent management.

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## PRACTICE-ORIENTED TRAINING IN HR MANAGEMENT

**Abstract.** The relevance of the study is explained by the fact that HR management does not have a complete processes' understanding that occur during the transformation of knowledge into skills. However, the accumulated experience is enough to formulate effective methods, principles and techniques of practice-oriented training. The purpose of the study is to present practice-oriented technologies in staff training. The object of the study is the HR professionals' training practice. This study presents the following results: the author's definition of practice-oriented learning; criteria-indicators that the successful practice of introducing practice-oriented training in HR management must meet; analytics of best practices for applying popular practice-oriented approaches and technologies in staff training. Schematic models of: the learning through solving cases concept, the business-oriented methodology of an innovative college and the reflective learning stages are presented. The article also contains differences between the traditional curriculum and the practice-oriented one in corporate training according to the following indicators: the programs organization



nature, the purpose of learning, the main form of activity, the main factor of learning, the student's role, the teacher's role, the educational process organization nature. The practical significance of the study is its necessity to develop a companies' strategy of the corporate education system.

**Keywords:** HR management; corporate training; personnel; practice-oriented technologies; corporate training indicators.

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## MANAGEMENT TOOLKIT FOR MAKING EFFECTIVE INVESTMENT DECISIONS

**Abstract.** The issue of creating clear parameters for determining the investment decision-making effectiveness in order to minimize risks and achieve the planned investment result becomes especially acute in external environment uncertainty conditions. The investment decision-making process is of particular importance in the socially oriented investment projects management. The authors have developed a chain for creating variable investment solutions as a management tool, consisting of several logical blocks and allowing to regulate the sequential necessary set of investor's actions in order to achieve the results he planned. In conjunction with the previously developed methodology for dynamic assessment of the investment decision-making effectiveness in the socially oriented investment projects management, the variable investment decisions chain usage in the socially oriented investment projects management is a scientific novelty element and allows monitoring the effectiveness of socially oriented projects indicators based on the calculation of a unified adoption investment decisions effectiveness indicator in the socially oriented investment projects management. The author's chain of making effective investment decisions was applied to regional investment projects selected by Yamalo-Nenets Autonomous Okrug government authorities in order to provide budget financing and made it possible to determine the project financing efficiency level.

**Keywords:** making investment decisions; project effectiveness assessment; socially oriented investment projects; investment goals; management tools; ESG risks.